

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Reinventing Army Installation Directorate of Public Works Real Property Maintenance Activities Supply Operations

1. The purpose of this memorandum to major Army Command (MACOM) Engineers is to initiate an evaluation of and refocus the Army's Directorate of Public Works (DPW) Real Property Maintenance Activities (RPMA) Supply Operations.
2. Traditional installation DPW RPMA supply procedures often sustain non-productive overhead with substantial resources tied up in maintaining excessive on-hand inventories; operating, maintaining, and repairing large storage and warehouse infrastructure; and moving and accounting for common engineer support supplies.
3. Both private industry and the government are making strides in reducing the overall cost of supply operations by reengineering their supply programs and adopting innovative business practices. Several MACOMs and installations are using reinvention thinking to develop innovative methods and gain efficiencies while reducing costs and improving RPMA supply operations. Examples of innovative concepts and procedures that have been adopted are listed below:
  - a. Use contract tools, such as Job Order Contracting (JOC), to reduce in-house supply needs.
  - b. Utilizing local vendors for "just-in-time" delivery of supplies to the job site.
  - c. Increased use of the International Merchant Purchase Authorization Card (IMPAC) for supplies and services. (General Reimer, Chief of Staff, Army memorandum to commanders, 11 January 1995, Subject: Army Purchase Card Program, set a minimum goal of using IMPAC for 80% of micro purchases.)
  - d. Outsourcing RPMA supply activities.
  - e. Partnership with local vendors to take over supply warehouse operations.

f. Consolidating DPW and DOL supply activities and property books.

g. Including supplies in all commercial activity contracts.DAIM-FDF-B (420-18)

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h. Regionalizing supply warehouse operations.

i. Partnerships with Defense Logistic Agency (DLA), Government Services Administration (GSA), DoD Services, or other Federal agencies.

j. Introduction of expeditors in the acquisition process.

k. Authorize customers to purchase supplies directly from vendors.

l. Streamlining Self-Help/U-Do-It operations (minimize on-hand inventories and contract out).

m. Expanded procurement warrants up to \$25,000 for non-procurement personnel.

n. Increased use of the various types of requirements contracts.

o. Eliminate or minimize the practice of furnishing supplies to contractors.

4. Innovative actions are the key to making major improvements to DPW RPMA supply operations. The ACSIM Facilities and Housing Directorate staff is available to assist with removing unnecessary administrative barriers to innovative supply operations.

5. Request that you evaluate and take actions in the DPW RPMA arena to improve customer service and reduce operating costs, warehouse space, and facilities. Please provide this office with "success stories" that describe reengineered or privatized RPMA supply operations, and we will distribute your good ideas.

6. The ACSIM POC for this action is Mr. Larry Black, General Engineer / Architect, e-mail "blackl@pentagon-acsim3.army.mil.", phone (703) 428-6173,

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FOR THE ASSISTANT CHIEF OF STAFF FOR INSTALLATION  
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-- signed 11 June 1996 --

PETER T. SOWA

Colonel, GS

Director, Facilities and Housing

2

DAIM-FDF-B (420-18)

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